

# Statewide Health Improvement Partnership (SHIP) Evaluation Data Summary: BE WELL (Blue Earth County)

ANNUAL PARTNER SITE, ACTIVITIES, REACH AND POLICY, SYSTEMS AND ENVIRONMENTAL (PSE) CHANGES

2016-2017

**Statewide Health Improvement Partnership (SHIP) Evaluation Data Summary: Annual Partner Site, Activities, Reach and PSE Changes, 2016-2017**

This data summary is produced annually by the Office of Statewide Health Improvement Initiatives (OSHI) Evaluation Unit

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# Contents

SHIP Evaluation Data Summary Overview .....	4
About SHIP .....	4
About this Data Summary .....	4
Intended Uses of this Data Summary .....	4
Key Definitions .....	5
Partner Sites .....	5
Reach .....	6
Policy, Systems and Environmental (PSE) Changes .....	6
Reach of PSE Changes .....	7
SHIP Evaluation Data Summary: Annual Partner Site, Reach and PSE Results, 2016-2017 .....	8
Active Living in Communities .....	8
Healthy Eating in Communities .....	10
Workplace .....	12
School .....	14
Health Care .....	16
Appendix: Response Rates .....	18

# SHIP Evaluation Data Summary

## Overview

### About SHIP

The Statewide Health Improvement Partnership (SHIP) was created by an innovative health reform law intended to improve the health of Minnesotans by reducing the risk factors that lead to chronic disease. SHIP funds local public health agencies to make locally driven policies, systems, and environmental changes to increase health equity, access to healthy foods, opportunities for physical activity, and tobacco-free environments. SHIP is a statewide effort; 41 grantees work in all of Minnesota's 87 counties, plus in the cities of Minneapolis, St. Paul, Bloomington, Edina, and Richfield.<sup>1</sup>

Through SHIP, local public health agencies collaborate with community partner sites to make changes in multiple settings in their communities. Some SHIP strategies target city- or county-wide policy, systems, and environmental changes, while others are focused within specific sites such as schools, child care settings, workplaces, multi-unit housing facilities, and health care centers.

### About this Data Summary

SHIP grantees report information about their work with partner sites annually, including the health improvement activities taking place at each site. This report summarizes the number of main sites, satellite sites, and total partner sites that SHIP grantees worked with by strategy and activity during the 2016-2017 reporting period.<sup>2</sup> It includes the total number of PSE changes and the number of people that SHIP strategies impact at partner sites by activity.

### Intended Uses of this Data Summary

The intended audiences of this data summary are OSHII staff, SHIP grantee staff and local public health agencies. The data contained in this data summary may be used to inform and plan future SHIP work. This format may not be suitable or easily interpreted by general audiences. MDH encourages the dissemination of these data to broader audiences in alternate formats, such as fact sheets, reports, and presentations. Additional guidance on sharing this information is available from the [OSHII Evaluation Unit](#).

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<sup>1</sup> The Minnesota Department of Health partners with 10 tribal grantees on Tribal SHIP and the Commercial Tobacco Use, Prevention and Cessation Grant. Data from these grantees are not included in this data summary.

<sup>2</sup> The number of partner sites that SHIP grantees reported actively working with during the period of September 24, 2016 to August 25, 2017.

# Key Definitions

## Partner Sites

SHIP is built on strong partnerships between local public health agencies and community partner sites. **A partner site is a physical location where SHIP strategies are implemented.** Partner sites include organizations such as businesses, community-based organizations, local government offices, faith and cultural organizations, and local jurisdictions such as cities and counties.

Beginning in the 2016-2017 reporting period, the OSHII Evaluation Unit implemented a distinction between types of partner sites in order to streamline data entry for grantees, as well as to better understand how systems of partner sites collaborate and coordinate their work. The two types of partner sites are **main sites** and **satellite sites**. These classifications are determined in reference to what body is coordinating or implementing SHIP activities at that location. Partner sites may be both a main site and a satellite site, but they are only counted once in the total for each SHIP activity.

Please note that this change in methodology may account for some change in number of partner sites from the 2015-2016 reporting period.

## Main Sites

A main site is a single partner site working on SHIP activities. A main site may or may not have satellite sites. Examples of **main sites without satellite sites** include:

- A clinic implementing new screening practices;
- A child care center implementing new best practices related to physical activity; and
- A food shelf changing stocking practices to support more fresh foods.

A **main site with satellite sites** is a single partner site coordinating SHIP activities at multiple locations. For example:

- A school district implementing smarter lunchrooms with all schools in the district;
- A health care system adopting new referral practices that impact all clinics; and
- A city government adopting new rules that impact all tobacco retailers.

## Satellite Sites

A satellite site is a partner site that participates in or is influenced by SHIP activities that are coordinated by a main site. The satellite sites listed under a main site can only select an activity if the main site has also selected that activity. All satellite sites must be impacted by the main site SHIP activities in the same way. For example:

- Workplaces implementing new workplace wellness policies passed by the main office; and
- City parks implementing new vending standards due to an ordinance passed by City Council.

## Reach

SHIP defines reach as: **the number of people living, working, learning, playing, or seeking services in SHIP partner sites working on each activity**. Reach is measured differently for each SHIP activity, and the same person may be impacted by multiple site-based activities. For example, a person may live in an apartment where SHIP has been instrumental in creating smoke-free housing policies, and within a community where SHIP is helping to improve the biking and walking infrastructure, and where SHIP is supporting the local farmers market. For this reason, a total number of people reached across all strategies is not calculated.

### Reach for Site-Based Activities

Certain SHIP activities are site-based, as they take place within organizations, like workplaces, schools, clinics and child care centers. For site-based activities, reach is measured as the number of people that are directly impacted by SHIP work taking place at an organizational level. For example:

- Students attending a school where SHIP activities take place;
- Employees at a workplace where SHIP activities take place;
- Residents of an apartment complex where smoke-free housing policies are passed;
- Children attending a child care center where SHIP activities take place; and
- Patients at a clinic where SHIP activities take place.

### Reach for Population-Based Activities

Certain SHIP activities are population-based, as they are designed to reach everyone living, working, or playing in a specific geographical area. For population-based activities reach is measured as the unduplicated number of people living in a geographic area where SHIP work is taking place. This number is estimated using U.S. Census American Community Survey 5-year estimates (2011-2015). This year GIS mapping is being used to more accurately calculate unduplicated population reach. For example:

- Residents of a city where point-of-sale policies have been passed with SHIP participation;
- Residents of a zip code where new bike lanes have been installed; and
- Residents of a county where a food policy council is active with SHIP participation.

## Policy, Systems and Environmental (PSE) Changes

The goal of SHIP is to create sustainable PSE changes across multiple settings: communities, schools, workplaces, health care organizations and child care centers, which ultimately lead to reductions in the prevalence of tobacco use and obesity. There are many ways that SHIP grantees and partner sites work toward this goal; for example, SHIP grantees and their partner sites have worked together to change:

- Policies in workplaces to include flexible work schedules that allow for exercise during worktime;
- Systems in schools to expand farm-to-school programs; and
- Environments in the community by adding bike lanes to encourage active commuting.

This report summarizes the partner sites that have made PSE changes between September 24, 2016 and August 25, 2017 due to SHIP-funded efforts. The types of PSE changes described in this data summary vary in scope, with some PSE changes occurring at city or county level, while other PSE changes are focused within specific sites such as schools, child care centers, workplaces, multi-unit housing facilities, and health care centers. The number of partner sites that made at least one PSE change is summarized by strategy (active living, healthy eating, and tobacco-free living in communities; schools; health care; workplace; and child care), as well as at the activity level within each strategy. For example, a total number of partner sites making at least one PSE change is provided for the healthy eating in communities strategy and also for each activity within healthy eating such as farmers markets, food retail and community-based agriculture.

For some activities, few partner sites made PSE changes during the reporting period. PSE changes take time, and the length of time partner sites have worked with SHIP varies. For example, a grantee may have started working with a new set of workplace partner sites in May 2017. Based on the workplace training curriculum, these workplaces will not start implementing PSE changes until they have completed the first 3-6 months of training, and therefore would not have any PSE changes recorded in this year's data summary. Certain SHIP activities such as comprehensive planning and food policy councils consist of multi-year processes that take a long time to result in PSE changes.

## Reach of PSE Changes

In addition to the number of people that SHIP may reach at each partner site, this data summary also includes the reach of PSE changes. The reach of PSE changes is defined as: **The number of people potentially impacted by PSE changes made in the last year at SHIP partner sites working on each activity.**

This estimate reflects the number of people who could potentially change their health behaviors in response to PSE changes made in a given time period.

# SHIP Evaluation Data Summary: Annual Partner Site, Reach and PSE Results, 2016-2017

## Total number of partner sites engaged in SHIP work

BE WELL (Blue Earth County) is actively working with a total of **48 partner sites** to implement activities that expand opportunities and access to healthy eating, active living, and tobacco-free living.



## Active Living in Communities

SHIP active living activities work to develop and implement policies and practices that increase opportunities for walking and bicycling. SHIP grantees work closely with partner sites to shape the policies and systems that create environments to support physical activity in everyday life.

### Partner Sites Working on Active Living Strategy, 2016-2017<sup>a</sup>

Active Living Activities	Partner Sites			Reach <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	3	3	0	46,040
Comprehensive and Master Planning	2	2	0	43,102
Increased Access to Facilities and Opportunities	3	3	0	46,040

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The unduplicated number of people potentially reached by SHIP activities. This number is calculated as the sum population of the geographic areas selected as the reach for each activity (zip code population, city population and county population), subtracting all overlapping and duplicate geographies to create an unduplicated estimate for each activity.

2016-2017 ANNUAL SHIP EVALUATION DATA SUMMARY  
BE WELL (BLUE EARTH COUNTY)

**Partner Sites with Active Living PSE Changes, 2016-2017<sup>a</sup>**

Active Living Activities	Partner Sites with PSE Change			Reach of PSE Changes <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	3	3	0	46,040
Comprehensive and Master Planning	2	2	0	43,102
Increased Access to Facilities and Opportunities	3	3	0	46,040

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<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The unduplicated number of people potentially impacted by policy, systems and environmental changes. This number is calculated as the sum population of the geographic areas selected as the reach for each activity (zip code population, city population and county population), subtracting all overlapping and duplicate geographies to create an unduplicated estimate for each activity.



## Healthy Eating in Communities

SHIP healthy eating activities increase access to and selection of healthy foods to improve health and reduce the risk of chronic disease. These activities target policies, systems, and the environment to create sustainable community-wide changes that support healthy eating.

### Partner Sites Working on Healthy Eating Strategy, 2016-2017<sup>a</sup>

Healthy Eating Activities	Partner Sites			Reach <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
All Activities <sup>d</sup>	6	6	0	N/A
Community-Based Agriculture <sup>e</sup>	2	2	0	0 <sup>f</sup>
Emergency Food Programs/Systems <sup>g</sup>	3	3	0	0 <sup>h</sup>
Food Retail <sup>i</sup>	1	1	0	65,125

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> Unless otherwise noted, the unduplicated number of people potentially reached by SHIP activities. This number is calculated as the sum population of the geographic areas selected as the reach for each activity (zip code population, city population and county population), subtracting all overlapping and duplicate geographies to create an unduplicated estimate for each activity.

<sup>d</sup> Reach for All Activities cannot be calculated due to the differing methodology of how reach was collected for each activity.

<sup>e</sup> Community Based Agriculture Reach is the total estimated number of people who benefitted from the community based agriculture sites. Benefitted includes, but is not limited to, building, planting, harvesting, and receiving produce.

<sup>f</sup> Reach is zero because reach data are missing for all partner sites that selected this activity.

<sup>g</sup> Emergency Food Programs/Systems Reach is the total estimated number of people who are served by emergency food programs/systems sites.

<sup>h</sup> Reach is zero because reach data are missing for all partner sites that selected this activity.

<sup>i</sup> Includes corner stores, restaurants, cafeterias, catering, concessions, vending, mobile markets, grocery stores, and other food retail types.

**Partner Sites with Healthy Eating PSE Changes, 2016-2017<sup>a</sup>**

Healthy Eating Activities	Partner Sites with PSE Change			Reach of PSE Changes <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
All Activities <sup>d</sup>	1	1	0	N/A
Community-Based Agriculture <sup>e</sup>	0	0	0	0
Emergency Food Programs/Systems <sup>f</sup>	0	0	0	0
Food Retail <sup>g</sup>	1	1	0	65,125

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across “All Activities” because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> Unless otherwise noted, the unduplicated number of people potentially impacted by policy, systems and environmental changes. This number is calculated as the sum population of the geographic areas selected as the reach for each activity (zip code population, city population and county population), subtracting all overlapping and duplicate geographies to create an unduplicated estimate of potential reach for each activity.

<sup>d</sup> Reach for All Activities cannot be calculated due to the differing methodology of how reach was collected for each activity.

<sup>e</sup> Community Based Agriculture Reach is the total estimated number of people who benefitted from the community based agriculture sites.

<sup>f</sup> Emergency Food Programs/Systems Reach is the total estimated number of people who are served by emergency food programs/systems sites.

<sup>g</sup> Includes corner stores, restaurants, cafeterias, catering, concessions, vending, mobile markets, grocery stores, and other food retail types.



## Workplace

Evidence-based workplace activities support policy and systems changes to promote healthier work environments, including creating workplaces that are tobacco-free and supportive of breastfeeding, and that promote healthy eating and physical activity among employees.

### Partner Sites Working on Workplace Strategy, 2016-2017<sup>a</sup>

Workplace Activities	Partner Sites			Reach <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	28	26	2	2,185
Tobacco-Free Environments	10	10	0	1,087
Tobacco Cessation Support	13	11	2	1,160
Access to Healthy Eating	15	13	2	1,348
Breastfeeding Support and Facilities	12	10	2	1,066
Access to Active Living	13	11	2	1,162
Lifestyle and Stress Management	4	4	0	513
Organizational Planning and Structure	13	13	0	837

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> This number is reported by grantees and represents the sum of full-time, part-time, temporary and seasonal employees employed at workplaces.

2016-2017 ANNUAL SHIP EVALUATION DATA SUMMARY  
BE WELL (BLUE EARTH COUNTY)

**Partner Sites with Workplace PSE Changes, 2016-2017<sup>a</sup>**

Workplace Activities	Partner Sites with PSE Change			Reach of PSE Changes <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	12	10	2	887
Tobacco-Free Environments	0	0	0	0
Tobacco Cessation Support	0	0	0	0
Access to Healthy Eating	8	6	2	587
Breastfeeding Support and Facilities	7	6	1	527
Access to Active Living	5	4	1	348
Lifestyle and Stress Management	0	0	0	0
Organizational Planning and Structure <sup>d</sup>	N/A	N/A	N/A	N/A

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<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> This number is reported by grantees and represents the sum of full-time, part-time, temporary and seasonal employees employed at workplaces where policy, systems and environmental changes have been made.

<sup>d</sup> No PSE questions are asked for 'Organizational Planning and Structure.'



## School

SHIP provides technical assistance to schools to set goals and adopt best practices for physical education and physical activity inside and outside of the classroom, and to create healthy food environments through locally sourced produce, smarter lunchrooms, and school-based agriculture.

### Partner Sites Working on School Strategy, 2016-2017<sup>a</sup>

School Activities	Partner Sites			Reach <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	14	13	1	6,465
Farm to School	14	13	1	6,465
School Based Agriculture	6	6	0	2,629
Healthy Snacks Outside of School Day	2	2	0	861
Healthy Snacks During School Day	11	10	1	4,352
Smarter Lunchrooms	9	9	0	3,707
Quality Physical Education	1	1	0	423
Active Recess	2	2	0	791
Active Classrooms	2	2	0	861
Before and After School Physical Activity Opportunities	1	1	0	438
Safe Routes to School	6	6	0	2,540

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The sum of the number of students enrolled at each school or district during the 2016-2017 school year, as reported on the Minnesota Report Card website: <http://rc.education.state.mn.us/>. If the partner site is an after school program or other partner, grantees reported the approximate number of students enrolled.

2016-2017 ANNUAL SHIP EVALUATION DATA SUMMARY  
BE WELL (BLUE EARTH COUNTY)

**Partner Sites with School PSE Changes, 2016-2017<sup>a</sup>**

School Activities	Partner Sites with PSE Change			Reach of PSE Changes <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	13	12	1	6,097
Farm to School	13	12	1	6,097
School Based Agriculture	5	5	0	2,206
Healthy Snacks Outside of School Day	0	0	0	0
Healthy Snacks During School Day	2	2	0	833
Smarter Lunchrooms	0	0	0	0
Quality Physical Education	0	0	0	0
Active Recess	1	1	0	423
Active Classrooms	0	0	0	0
Before and After School Physical Activity Opportunities	1	1	0	438
Safe Routes to School	4	4	0	1,692

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The sum of the number of students enrolled at each school, district or after school partner site that made a policy, systems or environmental change during the 2016-2017 school year. School and district enrollment is reported on the Minnesota Report Card website: <http://rc.education.state.mn.us/>. If the partner site is an after school program or other partner, grantees reported the approximate number of students enrolled.



## Health Care

SHIP works with partner sites to establish clinic-community linkages (CCL) for referral systems between health care systems and community partners, and to expand access to evidence-based programs (EBP) related to obesity prevention, tobacco cessation, chronic-disease self-management, breastfeeding support, dementia support, and falls prevention.

### Partner Sites Working on Health Care Strategy, 2016-2017<sup>a</sup>

Health Care Activities	Partner Sites			Reach <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	2	2	0	154
Evidence-Based Programs:	2	2	0	154
• Diabetes Prevention	2	2	0	154
• Diabetes Self-Management	1	1	0	154
• Chronic Disease Self-Management	1	1	0	154
• Falls Prevention	1	1	0	154

<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The number of people (adults, unless otherwise noted) served annually by a clinic or community-based organization participating in SHIP activities.

2016-2017 ANNUAL SHIP EVALUATION DATA SUMMARY  
BE WELL (BLUE EARTH COUNTY)

**Partner Sites with Health Care PSE Changes, 2016-2017<sup>a</sup>**

Health Care Activities	Partner Sites with PSE Change			Reach of PSE Changes <sup>c</sup>
	Total	Main <sup>b</sup>	Satellite	
<b>All Activities</b>	0	0	0	0
Evidence-Based Programs:	0	0	0	0
• Diabetes Prevention	0	0	0	0
• Diabetes Self-Management	0	0	0	0
• Chronic Disease Self-Management	0	0	0	0
• Falls Prevention	0	0	0	0

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<sup>a</sup> Reported by SHIP grantees using the REDCap system. This data represents the activities and reach of partner sites active between September 24, 2016 and August 25, 2017.

<sup>b</sup> Rows may not sum to total across "All Activities" because partner sites may work on more than one activity. For all activities, partner sites that are both main and satellite sites are counted under the main site column except when they are working on a specific activity as a satellite site only. In this case, they are counted in the satellite site column.

<sup>c</sup> The number of people (adults, unless otherwise noted) served annually by a clinic or community-based organization where policy, systems and environmental changes have been made.

# Appendix: Response Rates

## Reach and PSE Response Rates by Strategy and Activity

Strategy and Activity	Reach Response Rate <sup>a</sup>	PSE Response Rate <sup>b</sup>
<b>Active Living</b>	100.00	100.00
• Comprehensive and Master Planning	100.00	100.00
• Increased Access to Facilities and Opportunities	100.00	100.00
<b>Healthy Eating<sup>c</sup></b>	N/A	16.67
• Community-Based Agriculture	0.00	0.00
• Emergency Food Systems	0.00	0.00
• Food Retail	100.00	100.00
<b>Workplace<sup>d</sup></b>	96.15	92.31
• Tobacco-Free Environments	N/A	80.00
• Tobacco Cessation Support	N/A	81.82
• Access to Healthy Eating	N/A	84.62
• Breastfeeding Support and Facilities	N/A	80.00
• Access to Active Living	N/A	81.82
• Lifestyle and Stress Management	N/A	50.00
<b>School</b>	100.00	100.00
• Farm to School	100.00	100.00
• School Based Agriculture	100.00	100.00
• Healthy Snacks Outside of School Day	100.00	100.00
• Healthy Snacks During School Day	100.00	100.00
• Smarter Lunchrooms	100.00	100.00
• Quality Physical Education	100.00	100.00
• Active Recess	100.00	100.00
• Active Classrooms	100.00	100.00
• Before and After School Physical Activity Opportunities	100.00	100.00
• Safe Routes to School	100.00	100.00
<b>Health Care</b>	50.00	50.00
• Establish Evidence-Based Programs Diabetes Prevention	50.00	50.00
• Establish Evidence-Based Programs Diabetes Self-Management	100.00	100.00
• Establish Evidence-Based Programs Chronic Disease Self-Management	100.00	100.00
• Establish Evidence-Based Programs Falls Prevention	100.00	100.00

<sup>a</sup> The number of main partner sites that completed reach data for an activity divided by the number of main partner sites working on that activity.

2016-2017 ANNUAL SHIP EVALUATION DATA SUMMARY  
BE WELL (BLUE EARTH COUNTY)

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<sup>b</sup> The number of main partner sites that completed PSE data for an activity divided by the number of main partner sites working on that activity. Partner sites that indicated 'Activity Not Yet Selected' are included in the "Beginning Engagement" or "Organizational Planning and Structure" rows. No PSE questions were asked for 'Activity Not Yet Selected.'

<sup>c</sup> Overall reach for healthy eating was not calculated, so no overall response rate was calculated.

<sup>d</sup> Reach was reported for all workplace sites at the strategy level only, so no activity-level response rates were calculated. No PSE questions were asked for "Beginning Engagement" or "Organizational Planning and Structure", so these rows are omitted from the table.